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Conflict Management Styles on Employees Job Satisfaction

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Abstract

This study examined the conflict management styles and job satisfaction levels of business office employees in Barangay Poblacion, Impasugong, Bukidnon, during the year 2024–2025. Guided by the Thomas-Kilmann Conflict Mode Instrument and Hoppock's theory of job satisfaction, the research aimed to understand which conflict management styles accommodating, avoiding, collaborating, competing, and compromising employees predominantly used and how these styles related to their job satisfaction. A total of 57 office employees participated in the study. Data were collected through structured questionnaires and analyzed using descriptive statistics, including means and standard deviations, to determine the levels of conflict management styles and job satisfaction. Spearman's Rank Correlation was used to examine the relationships between variables. Results revealed that collaborating and accommodating styles were practiced at very high levels, while avoiding, compromising, and competing were used moderately. Overall job satisfaction was rated very high, with employees reporting meaningful work, positive interpersonal relationships, and enjoyment of tasks. Inferential analysis revealed a statistically significant relationship between the collaborating style and job satisfaction ($p = 0.046$), indicating that active cooperation and problem-solving enhance employee satisfaction. The study highlights the importance of fostering a collaborative workplace culture to boost morale, strengthen professional relationships, and enhance organizational effectiveness. Recommendations include promoting collaboration through training, communication workshops, and team-building activities while encouraging situational use of other conflict management styles to maintain harmony and efficiency.

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1. Introduction

Employee satisfaction serves as a fundamental pillar of productivity, commitment, and overall organizational success. Job satisfaction is more than an emotional state; it is an essential factor that shapes employee performance, organizational efficiency, and workplace harmony. It reflects how content and fulfilled employees feel with their tasks, responsibilities, and working conditions. According to Spector (2022) ^[23], job satisfaction is a multifaceted concept involving emotional responses to one's job, such as sense of justice, respect, and collaboration. When employees experience a supportive and positive work environment, they will be motivated to perform better, demonstrate loyalty, and be willing to make significant contributions to the organization's objectives. On the other hand, dissatisfaction can result in poor morale, absenteeism, and a high turnover rate, a problem that still poses a setback to many organizations today.

Conflict management is another critical element that influences job satisfaction in the workplace. It is an unavoidable aspect of organizational life, and conflict arises due to differences in personalities, work styles, priorities, or patterns of communication. When conflict is poorly handled, it can destroy trust, undermine collaboration, and make employees feel that they do not belong. However, when addressed constructively, it can generate growth, innovation, and strengthening of relations among employees (Mehrad, 2016; Briggs, 2019; Umar & Umar, 2020) ^[21, 6, 29]. The ability to effectively manage conflicts has become a necessity not just for leaders, but also for every individual in the workforce, as organizations continue to operate in increasingly diverse and dynamic environments.

Conflict management encompasses various strategies such as accommodating, avoiding, competing, compromising, and collaborating. Each of these represents a unique way to address disagreements and achieve resolutions. For instance, Raziq and Maulabakhsh (2022) found that positive and constructive conflict resolution strategies increase job satisfaction through open communication and trust, while destructive ones, including avoidance or excessive competition, decrease morale and engagement. Similarly, Andreev (2021) ^[2] emphasized that successful conflict resolution leads to improved relationships and a more positive working environment, ultimately enhancing employee well-being and organizational performance.

It is also a reality in the local organizational context, such as the business offices of Impasugong, Bukidnon, where conflicts arise. Staff at these offices typically operate in tight but cooperative work environments where miscommunication, conflicting interests, and differing views are common occurrences. Although professionalism is observed, unaddressed conflicts may have adverse impacts on teamwork, communication, and, ultimately, job satisfaction. An initial assessment of the office employees in Impasugong revealed that although different styles of conflict management are being employed, not all of these are equally effective in achieving satisfaction and harmony at the workplace. It is essential to note that the style that had the most significant impact on employee satisfaction was the collaborative style, which emphasizes win-win solutions and mutual understanding.

The study underscores a research gap concerning the impact of conflict management styles on job satisfaction in local business environments. Although previous studies have widely recognized the positive link between effective conflict resolution and employee satisfaction, most of these were conducted in corporate or multinational settings with diverse cultural and organizational dynamics. There is limited empirical evidence explaining why certain styles, such as accommodating or compromising, do not produce favorable results in smaller or community-based offices like those in Impasugong. This gap is imperative in determining the cultural, relational, or managerial aspects of employees that precondition the nature of their response to conflict and their satisfaction levels in the workplace.

Consequently, this current study aims to assess the connection between the most common types of conflict management —accommodating, avoiding, collaborating, competing, and compromising —with the degree of job satisfaction among employees working in a business office. To be more specific, it also aims to (1) find out which of the conflict management styles proves to be the most effective in promoting employee satisfaction, (2) see to which the degree to which each of the styles contributes to job satisfaction, and (3) present some practical comments that can be applied by the organizations to improve the workplace harmony, employee morale, and overall productivity.

The practical significance of this study is for the organizational leaders and the employees. The findings can

be used as a helpful guide by employers and administrators in designing policies and training programs that will be effective in achieving effective conflict resolution, enhanced communication, and employee well-being. To the employees, the research can be used to give them insight into how their adopted conflict management methodologies affect their relationships and job satisfaction in the workplace. In the end, the lessons gained as a result of this study will help to make the business offices of Impasugong, Bukidnon, a less conflicted, more productive, and fulfilling place to work.

1.1. Objective of the Study

- Determine the level of Conflict Management Styles and level of Job Satisfaction among business office employees in Poblacion Impasugong Bukidnon
- Examine the relationship between Conflict Management Styles and Employees Job Satisfaction.

1.2. Significance of the Study

This research aims to provide meaningful insights for various stakeholders. Business owners and organization managers, may help them better understand employees' perspectives on conflict management and its impact on job satisfaction, enabling them to develop strategies that enhance organizational performance and employee well-being. Business organization employees may gain a deeper awareness of how effective conflict resolution fosters a more peaceful and supportive work environment, thereby improving satisfaction, performance, and teamwork, while also serving as a guide for managing disagreements more constructively and promoting empathy, cooperation, and mutual respect. Business Administration students may benefit from learning practical conflict resolution skills that can be applied in both academic and professional settings, supporting collaboration, goal achievement, and future career success. Lastly, future researchers may use this study as a foundation for further inquiry, as it provides relevant insights, methodologies, and recommendations that can contribute to refining and advancing conflict management practices.

1.3. Conceptual Framework

This study is anchored on two theoretical frameworks, which include the Thomas-Kilmann Conflict Management Model and the Job Satisfaction Theory by Hoppock. These theories provide valuable insights into the impact of interpersonal behaviors and workplace dynamics on employees, particularly in terms of their perceptions, relationships, and overall job satisfaction. The independent variables include accommodating, avoiding, competing, collaborating and compromising while Job Satisfaction serves as the dependent variable.

The integration of these frameworks allows the researcher to examine how conflict resolution models interact with levels of job satisfaction, offering a comprehensive understanding of how conflict management influences employee well-being and overall organizational performance. Figure 1 shows the interplay of the variables of the study.

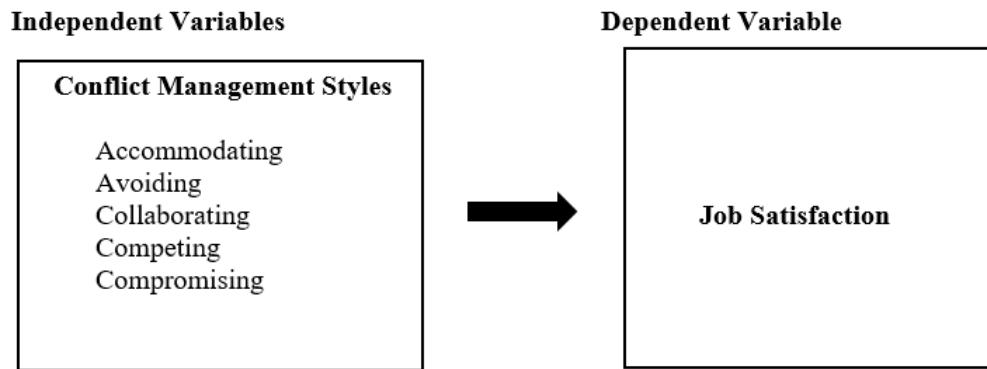


Fig 1: Schematic Diagram of the Study.

1.4. Statement of the Problem

The present study aimed to determine the conflict management styles of office employees and the relationship to job satisfaction. The focus of this research is on office employees working in business offices in Impasugong, Bukidnon, Northern Mindanao, Region 10, Philippines, during the academic year 2024–2025. Specifically, this study sought to:

1. What is the level of practice of conflict management styles among business office employees in terms of?
 - 1.1 Accommodating;
 - 1.2 Avoiding;
 - 1.3 Collaborating;
 - 1.4 Competing; and
 - 1.5 Compromising.
2. What is the level of job satisfaction among the business office employees.
3. Is there a significant relationship between the employees' conflict management styles and their level of job satisfaction.
4. Based on the result of the study what recommendation could be drawn?

1.5. Research Hypotheses

The following Hypotheses is tested in the study

H₀₁: There is no significant relationship between the conflict management styles of business office employees and their level of job satisfaction.

2. Methodology

2.1. Research Design

This study used a quantitative method, specifically a descriptive-correlational research design. To determine the levels of Conflict management styles and employees job satisfaction, and provide a true picture of an individual, an event or a situation hence enabling the researcher to record the current conditions as they are. correlational aspect is the non-experimental one which is applied in order to test statistical connection of two or more variables without controlling them.

2.2. Participants of the Study

The participants of this study were the 57 office employees from Barangay Poblacion, Impasugong, Bukidnon, Northern Mindanao, Region 10, Philippines. They were drawn from three major offices and establishments: AIM Cooperative (8 employees), Bukidnon State University - Impasugong Satellite Campus (24 employees), and Kauyagan Savers Multipurpose Cooperative (25 employees). All participants voluntarily responded to the adapted questionnaire designed

to measure their conflict management styles and levels of job satisfaction.

2.3. Population Sampling

The researchers used consensus sampling or the so-called total population sampling, which implied covering all accessible representatives of a specific population that addresses the criteria established by the researchers (Etikan, 2016). The approach will help remove sampling bias and make sure that the views of every qualified respondent were represented enough, which will enhance the validity of the results. The population in this study was made up of all the employees in the selected offices in Barangay Poblacion, Impasugong, that is, AIM Cooperative, Kauyagan Savers. Multipurpose Cooperative, and Bukidnon State University - Impasig Satellite Campus.

Further, the fact that the overall number of workers was relatively small and manageable ($N = 57$) is what made the researchers choose to make all qualified persons actual participants, as opposed to attracting a smaller sample. This method guaranteed the in-depth interpretation of the conflict management styles and job satisfaction of the office employees in the local context.

2.4. Data Analysis

A 5-point Likert scale was employed to assess the level of Conflict management styles, which deals with accommodating, avoiding, collaborating, competing and compromising where mean score of 4.20- 5.00 as very high, 3.40- 4.19 as high, 2.60- 3.39 as moderate, 1.80- 2.59 as low, 1.00- 1.79as very low. For the level of Employees Job satisfaction a 6-point Likert scale was employed, where mean score of 5.15-5.98 as Very High Satisfaction, 4.32-5.14 as High Satisfaction, 3.49-4.31 as Fair Satisfaction, 2.66-3.48 as Low Satisfaction, 1.83-2.65 as Very Low Satisfaction, 1.00-1.82 as Extremely Low Satisfaction .To assess the level of each variable, descriptive statistics were used, specifically the mean and the standard deviation, while the relationship between conflict management styles and employee's job satisfaction was assessed using Spearman Rank-Rho (r) since the data is not normal.

2.5. Research Instrument

A survey questionnaire was used as the primary instrument for data gathering. In the study of Conflict Management Styles, Andreev (2024) ^[2], the questionnaire was borrowed and was based on the Thomas-Kilmann Conflict Management Modes and for the level of job satisfaction, the research used the Job Satisfaction Survey created by Schmidt

(2014) and revised by Spector (2022) [23]. The questionnaire was made up of two major sections, viz: First, Conflict management styles, which deals with accommodating, avoiding, collaborating, competing and compromising and has (3) questions each. The rating of items was done using 5 point Likert scale on never (1) to (5) always. The second section was the job satisfaction, which included (11) questions that were rated on a 6-point Likert scale on 1 Strongly Dissatisfied (1) and Strongly Satisfied (6). The scales gave quantitative data of the two variables and this was used to carry out descriptive and correlational analysis.

The questionnaire was adapted to the local business offices in Impasugong, Bukidnon, with items designed to assess the application of conflict management styles and address workplace issues specific to this setting. Content validity was ensured through expert review, and a pilot test confirmed its clarity, reliability, and suitability. Following this, the instrument was formally administered to the target participants in accordance with standard research protocols to uphold accuracy, ethics, and efficiency. Prior approval was secured from the adviser and campus head, and official request letters were submitted outlining the study's objectives, significance, and assurances of confidentiality and voluntary participation, after which data collection was conducted.

2.6. Ethical Consideration

Before the start of data collection, researchers made sure that potential participants were aware of the purpose of the study, the manner in which they will be conducted, and the entire study was voluntary. Informed consent was reached with an indication that the study was completely voluntary and that the participants had the option of dropping out of the study at any given time. The researchers made sure that the information of the participants was filled and received with high level of confidentiality. The information that was not secured was utilized during academic research only.

In the course of conducting the study, the researchers were careful to ensure that plagiarism and accuracy tests were well enforced. No data falsifications, assumptions and manipulations were made and results were not reported dishonestly. Participants and the study had no conflict of interest and their dignity, privacy, and welfare were well taken care of during the study. Also, the research was conducted based on the Bukidnon State University Ethics Review Committee guidelines on ethical matters, and the adviser and panelists were consulted to provide recommendations on ethical and academic integrity.

3. Results

The results of the study revealed that the employees exhibited different degrees of conflict management styles which were very high to low. The accommodating style was practiced on a very high level with the average of $M = 4.28$ ($SD = 0.63$). The most rated was the preference to keep the peace instead of arguing ($M = 4.47$), and the least was agreeing with others

to avoid stress ($M = 4.18$), which was, nevertheless, high. These results reveal that employees highly regard harmony and reduction of unwarranted conflict at the workplace.

The avoiding style was also highly used with the mean of $M = 3.89$ ($SD = 0.76$). Employees concurred most about disagreements being anxiety-inducing, which leads them to avoid conflict ($M = 4.05$), and the least rated was having disagreements and holding them back ($M = 3.79$). This implies that employees usually do not want to face each other directly and instead want to avoid exposure to stressful situations because they do not want to lose interpersonal relations to leave problems unsolved.

The collaborating style was one of the most powerful conflict management practices with a very high rating with the overall mean of $M = 4.29$ ($SD = 0.50$). The communication of finding solutions that would suit everyone had the highest mean ($M = 4.33$) and the lowest one ($M = 4.23$) was seeing all sides of a conflict. These findings indicate that employees often adopt a collaborative approach, appreciate open communication, and strive to achieve win-win results whenever conflict management is done.

Conversely, the competing style was the least used with overall mean of $M = 2.17$ only ($SD = 0.83$). The poorest rated statement was that they argued until they saw their point ($M = 2.05$), and the highest rating statement was that they enjoyed to argue a case until they got others to agree ($M = 2.26$), still low scores. The compromising style was also rated high ($M = 3.99$, $SD = 0.65$) and the employees were found to be very willing to meet halfway ($M = 4.07$) and open to find a middle ground through negotiation ($M = 3.91$). Such results indicate that workers are not inclined towards dominance-related strategies, but are willing to adopt reasonable and balanced solutions that will assist in preserving positive working relationships.

Finally, the results indicated that job satisfaction levels among employees were extremely high with a mean of $M = 5.15$ ($SD = 0.53$). Regarding the meaning of their job was the highest rated ($M = 5.35$), but the availability of training opportunities was the lowest ($M = 4.52$), which was still high. The Rank Correlation conducted by Spearman revealed that the collaborating style was the only style that was significantly related to job satisfaction ($r = .266$, $p = .046$). There were no significant relationships with the other styles: accommodating, avoiding, competing, and compromising; and the overall correlation was not significant as well ($r = .196$, $p = .143$). These findings reveal that the only type of conflict management that significantly leads to increased job satisfaction among employees is collaboration.

3.1. Descriptive Statistic

The mean score of the Conflict management styles -[1] accommodating, -[2] avoiding, -[3] competing, -[4] collaborating, -[5] compromising and Employees Job Satisfaction- were computed to evaluate their overall levels. Each style's results were then explained further to give a clearer understanding of the data.

Table 1: Level of Conflict Management Style such as Accommodating

Accommodating Questions	Mean	Standard Deviation	Qualitative Interpretation
1. I prefer to keep the peace, rather than argue to get my way.	4.47	0.71	Very High
2. It is important to me to recognize and meet the expectations of others.	4.19	0.90	High
3. I don't feel the need to argue my point of view, it is less stressful to agree with others.	4.18	0.83	High
Overall Mean	4.28	0.63	Very High

N = 57

Table 2: Level of Conflict Management Style such as Avoiding

Avoiding Question	Mean	Standard Deviation	Qualitative Interpretation
4. When there is an argument, I will leave the situation as quickly as possible.	3.82	0.91	High
5. I will keep disagreements to myself, rather than bring them up.	3.79	1.01	High
6. Disagreements make me anxious and I will work to minimize them.	4.05	0.85	High
Overall Mean	3.89	0.76	High

N = 57

Table 3: Level of Conflict Management Style such as Collaborating

Collaborating Questions	Mean	Standard Deviation	Qualitative Interpretation
7. In conflicts, I discuss the situation with all parties to try and find the best solution.	4.32	0.60	Very High
8. I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone.	4.33	0.64	Very High
9. I pride myself on seeing all sides of a conflict and understanding all of the issues involved.	4.23	0.76	Very High
Overall Mean	4.29	0.50	Very High

N = 57

Table 4: Level of Conflict Management Style such as Competing

Competing Questions	Mean	Standard Deviation	Qualitative Interpretation
10. I know the best path to take and will argue it until others see that I am correct.	2.05	0.78	Low
11. I enjoy disagreements and find satisfaction in winning them.	2.21	0.88	Low
12. I enjoy arguing my case until the other side concedes that I am correct.	2.26	0.84	Low
Overall Mean	2.17	0.83	Low

N = 57

Table 5: Level of Conflict Management Style such as Compromising

Compromising Questions	Mean	Standard Deviation	Qualitative Interpretation
13. I use negotiation often to try and find a middle ground between the conflicted parties.	3.91	0.79	High
14. I am happy to meet people halfway.	4.07	0.73	High
15. I think conflict does not engage me; I prefer to fix the problem and move on to other work.	4.00	0.76	High
Overall Mean	3.99	0.65	High

N = 57

Table 6: Level of Employees' Job Satisfaction

Job Satisfaction Question	Mean	Standard Deviation	Qualitative Interpretation
1. I feel my job is meaningful.	5.35	.72	Very High
2. I like doing the things I do at work	5.28	.73	Very High
3. My supervisor shows interest in the feelings of subordinates.	5.18	.91	Very High
4. I feel that the work I do is appreciated.	5.18	.73	Very High
5. I enjoy my coworkers	5.32	.74	Very High
6. I feel a sense of pride in doing job	5.04	.91	Very High
7. My job is enjoyable.	5.19	.72	Very High
8. I like the people I work with.	5.21	.70	Very High
9. My supervisor is competent in his/her job.	5.25	.88	Very High
10. My supervisor is just fair to me.	5.07	.87	High
11. My company provides learning/training opportunities to meet the changing needs.	4.25	1.14	High
Overall Mean	5.15	.53	Very High

N = 57

Table 7: Test of Significant Relationship Between Level of Employees' Conflict Management Styles and the Level of Their Job Satisfaction Using Spearman's Rank Correlation

Employees' Conflict Management Styles	Employees' Job Satisfaction	P-value	Interpretation
Accommodating	.162	.228	Not Significant
Avoiding	.076	.574	Not Significant
Collaborating	.266	.046	Significant
Competing	.034	.800	Not Significant
Compromising	.081	.551	Not Significant
Overall	.196	.143	Not Significant

Note: The test use Spearman's rank-Rho.

4. Discussion

The study indicated that the level of conflict management styles among employees in the business offices of Impasugong was high to very high, showing that respondents actively used different approaches in handling workplace disagreements. The overall mean of the collaborating style recorded the highest score ($M = 4.29$), which means that employees preferred open communication and cooperative problem-solving to reach fair resolutions. The statement "I find it best to keep communication active when there is a disagreement, so I can find a solution that works for everyone" ($M = 4.33$) had the largest mean, reflecting the importance of dialogue and inclusiveness, whereas "I pride myself on seeing all sides of a conflict and understanding all of the issues involved" ($M = 4.23$) was the lowest, suggesting that while employees value perspective-taking, they emphasize active communication more strongly.

The accommodating style was also rated very high ($M = 4.28$), showing that employees often prioritize harmony and relationships over asserting personal interests. The highest score was "I prefer to keep the peace, rather than argue to get my way" ($M = 4.47$), which points to a strong cultural preference for maintaining workplace harmony. Conversely, the lowest score was "I don't feel the need to argue my point of view, it is less stressful to agree with others" ($M = 4.18$), which indicates that while employees value peace, they may still assert their views when necessary.

Avoidance was rated at a high level ($M = 3.89$), suggesting that employees sometimes withdraw from conflicts to minimize tension. The highest score was "Disagreements make me anxious and I will work to minimize them" ($M = 4.05$), reflecting a tendency to reduce disputes, while the lowest score was "I will keep disagreements to myself, rather than bring them up" ($M = 3.79$), which shows that avoidance is used but not always preferred. Compromising ($M = 3.99$) and competing ($M = 2.17$) were rated moderately, indicating that employees use these styles less frequently. The low mean in competing suggests that confrontational or dominating approaches are seldom practiced, consistent with cultural values that discourage open conflict.

Regarding job satisfaction, the overall mean was very high ($M = 5.15$), showing that employees were generally content with their work, relationships, and organizational environment. The highest score was "I enjoy the tasks I do at work" ($M = 5.28$), which highlights fulfillment in daily responsibilities, while the lowest score was "My company provides learning/training opportunities to meet the changing needs." ($M = 4.52$), pointing to areas where acknowledgment could be improved.

The test of significant relationship revealed that only the collaborating style had a positive and significant correlation with job satisfaction ($r = .266$, $p = .046$). This means that

employees who actively engage in collaborative conflict resolution are more likely to experience higher satisfaction. Other styles such as accommodating, avoiding, competing, and compromising did not show significant relationships, and the overall correlation between conflict management styles and job satisfaction was not significant ($r = .196$, $p = .143$). Therefore, the null hypothesis was accepted, confirming that aside from collaboration, conflict management styles do not have a meaningful influence on job satisfaction.

The findings correspond with the Thomas-Kilmann Model, which emphasizes collaboration as the most constructive style, and with Hoppock's Job Satisfaction Theory, which highlights the importance of positive workplace relationships. Cooperation is suggested as the most positive conflict management approach by Rahim (2023) and Espinoza *et al.* (2023)^[10] since such a strategy aims at win-win outcomes and also builds stronger relationships. This result is unanimous with Bicer (2020)^[5] and Maleghemi (2024)^[19] who propose that collaborative methods do not only enhance the level of organizational trust but also directly increase job satisfaction and performance levels of the employees.

With regards to Accomodating, Gumiran (2021) supported it in his discovery that school administrators tend to apply the accomodating conflict management style in resolving conflicts. National Commission for Culture and the Arts (2025) highlighted the people of Impasugong, Bukidnon, having peace values that mirror a wider cultural tendency toward harmony. In avoiding, Chandolia and Anastasiou (2020)^[8] noted that avoidance was commonly employed when individuals perceived conflict. Cooperation is suggested as the most positive conflict management approach by Rahim (2023) and Espinoza *et al.* (2023)^[10]. Burger (2022)^[7] also explained that collaboration also entails the act of listening, information sharing, and exploring differences. Rahim (2023), Shaheryar (2016)^[25], and Mangulabnan *et al.* (2022)^[20], who indicated that the competitive style is oriented towards self-interest alone, tends to harm relationships. Dermaku and Balliu (2021)^[9], explained that compromise makes it possible for both sides to submit and receive solutions. Zhou *et al.* (2015, as cited in Alhamali, 2019) also had high outcomes for compromising since it was significantly correlated with team performance in output, planning, interpersonal relationships, and effectiveness in general.

The findings confirmed that collaboration plays an important role in enhancing employee satisfaction. Anastasiou (2020) and Haidarray and Anshori (2023) explained that constructive styles such as collaboration improve satisfaction because they encourage open communication and win-win solutions. Iqbal, Tufail, and Lodhi (2015) note that when workers employed cooperative and accomodating modes,

they were less stressed, their morale elevated, and satisfaction increased.

5. Conclusion

After the study, the results revealed that collaborating is the most effective conflict management style in enhancing job satisfaction. Employees who resolve disagreements through cooperative approaches tend to experience greater satisfaction, underscoring the value of teamwork in organizational settings. In contrast, the competing style was rarely practiced, reflecting Filipino cultural norms that discourage open confrontation and prioritize group harmony. This suggests that competitive approaches may not align with employees' preference for peaceful resolution, and organizations should encourage collaborative strategies to foster both harmony and satisfaction in the workplace.

The findings also supported the ideas of the Thomas-Kilmann Model and Hoppock's Job Satisfaction theory, highlighting that collaborative and accommodating strategies reduce stress, boost morale, and enhance satisfaction. Organizations in Impasugong foster cooperative conflict management and train employees in assertive communication when accommodation or avoidance is enough.

The overall correlation between conflict management styles and job satisfaction was not significant, except for collaboration. This may be because satisfaction is shaped by broader factors such as salary, workload, leadership, and career opportunities. Moreover, collectivist values can sustain satisfaction through accommodating or avoiding styles, as harmony often outweighs individual interests. Thus, while collaboration shows the strongest link to satisfaction, cultural and organizational factors also play a big role.

6. Findings and Summary

The primary goals of the study were to identify the most popular conflict resolution techniques employed by the workers, find out the degree of the employees job satisfaction in the business offices in Barangay Poblacion Impasugong Bukidnon and investigate if the two dimensions are significantly correlated. The study was anchored on the Thomas-Kilmann Conflict Management Model and the Job Satisfaction Theory by Hoppock, which provide valuable insights into the impact of interpersonal behaviors and workplace dynamics on employees, particularly in terms of their perceptions, relationships, and overall job satisfaction. Furthermore, An adapted and modified self-administered questionnaire was used by the researchers to gather data for a study that used a descriptive-correlational methodology. This design enabled the researcher to evaluate the degree of conflict management styles and work satisfaction, and Spearman ranked correlation was employed to estimate the correlation between the two variables. The research was designed on 57 office employees of the identified business offices in Barangay Poblacion, Impasugong Bukidnon.

In addition, researchers suggest that employees in Poblacion Impasugong Bukidnon applied a range of dispute resolution techniques, with cooperation and accommodation being the most popular. Employees value open communication, teamwork, and solutions that benefit everyone, as seen by the highest frequency of collaboration. Their propensity to uphold peace and put relationships before individual needs is seen in the widespread usage of accommodation. Avoiding and compromising were also common, indicating a practical strategy for maintaining harmony in the workplace, albeit

avoidance occasionally left problems unsolved. However, competition was infrequently employed, suggesting that workers often avoid using aggressive or controlling tactics.

Overall, these trends point to a workplace culture that is based on ideals of harmony, cooperation, and respect for one another and is strongly linked to the collectivist attitude of the community.

7. Implications for Practice

The finding highlights that collaborative and accommodating conflict management styles are the most practiced among employees and are significantly associated with higher levels of job satisfaction. This implies that workplaces in business offices in Impasugong should strengthen practices that promote open communication, shared problem-solving, and mutual respect.

Management may consider implementing structured conflict-resolution programs, such as communication skills training, team-building activities, and workshops on collaborative decision-making. These initiatives can help reinforce employees' ability to handle disagreements constructively, resulting in stronger relationships, reduced tensions, and a more supportive and harmonious work environment.

8. Recommendation

Based on the study's findings, the following recommendations are proposed for implementation by the management and administrators of the business offices in Impasugong, Bukidnon:

Firstly, Promote a Collaborative Culture. Management should strengthen collaborative practices through regular team-building, participatory meetings, and open communication channels to sustain high job satisfaction and improve teamwork. Secondly, Provide Conflict Management Training. The Human Resource Office should conduct seminars and workshops on effective conflict resolution and communication to help employees use the appropriate conflict style in different situations. Thirdly, Balance Harmony with Assertiveness. Supervisors should encourage employees to express differing opinions constructively rather than relying too much on avoidance or accommodation to maintain peace. Fourthly, Model Collaborative Leadership. Office heads and supervisors should demonstrate fairness, inclusiveness, and transparency in handling conflicts to set a positive example for their teams. Fifthly, Monitor and Evaluate Workplace Relations. The management should implement regular employee feedback surveys to assess workplace harmony and identify areas for improvement. Lastly, for future researchers, it is recommended to explore other factors such as leadership style or communication climate that may influence the link between conflict management and job satisfaction.

9. Hypotheses Testing Results and Decisions

The null hypothesis was accepted, indicating that conflict management styles and job satisfaction are not significantly related overall. The analysis showed that only the collaborating style had a significant positive relationship with job satisfaction ($r = .266$, $p = .046$), while accommodating ($r = .162$, $p = .228$), avoiding ($r = .076$, $p = .574$), competing ($r = .034$, $p = .800$), and compromising ($r = .081$, $p = .551$) did not show significant results. This means that collaboration is the only style that consistently contributes to higher levels of satisfaction among employees.

The implication of this finding is that employees are more satisfied when conflicts are resolved through open communication, mutual participation, and fair solutions. Collaboration encourages constructive dialogue and consideration of multiple perspectives, which strengthens workplace relationships and morale. In contrast, the limited impact of other styles suggests that satisfaction is influenced by broader factors such as salary, workload, leadership, and career opportunities.

Such results are in line with the Thomas-Kilmann Model and Hoppock's Job Satisfaction Theory, which emphasize that positive workplace relationships enhance satisfaction. The findings also support the idea that cooperative practices reduce stress and elevate morale, while avoidance or accommodation alone may not be sufficient.

Therefore, the hypothesis test confirmed that collaboration plays a significant role in improving job satisfaction. This shows that organizations should prioritize collaborative conflict management and assertive communication training to foster harmony, strengthen relationships, and enhance employee well-being.

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